

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of: \*

\*

CALTRAIN COLLISION WITH \*

CONSTRUCTION EQUIPMENT NEAR \*

SAN FRANCISCO, CALIFORNIA, \* Accident No.: RRD22MR007

ON MARCH 10, 2022 \*

\*

\* \* \* \* \*

Interview of: JASON KALLSTROM, Director of Safety  
TransitAmerica Services, Inc.

San Francisco, California

Sunday,  
March 13, 2022

APPEARANCES:

DICK HIPSKIND, Railroad Accident Investigator  
National Transportation Safety Board

FELIPE AYALA, Track Inspector  
Federal Railroad Administration

RICK BRUCE, Track Safety Specialist  
Federal Railroad Administration

JAMES RIDGEWAY  
CPUC Track

ROBERT SEBEZ, Acting Director of Safety Security  
Caltrain

DEREK BROWN, Deputy General Manager  
TransitAmerica

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I N T E R V I E W

1  
2 MR. HIPSKIND: My name is Dick Hipkind, and I am a railroad  
3 accident investigator for NTSB, and I am the track and engineering  
4 group chairman for NTSB for this accident. We are conducting this  
5 interview on March 13, 2022 with Mr. Jason Kallstrom who works for  
6 the TransitAmerica Services, Incorporated or TASI, as a Director  
7 of Safety. The interview is being conducted in person at the  
8 Westin Hotel in San Francisco, California.

9 This interview is part of NTSB's efforts in conducting a  
10 series of follow up interviews with the parties of the  
11 investigation in which we are conducting an ongoing investigation  
12 of Caltrain's train number SB506 collision and derailment that  
13 occurred on March 10, 2022 on Caltrain's railroad on main track 2  
14 in San Bruno, California. The NTSB accident reference number is  
15 RRD22LR007.

16 Before we begin our interview and questions, let's go around  
17 the table, introduce ourselves. Please spell your full name and  
18 please identify who you are representing and your title. I would  
19 remind everybody to speak clearly and loudly enough so we can get  
20 an accurate recording. I'll lead off and then ask for the other  
21 interviewers to identify themselves according to the order  
22 previously established.

23 Again, my name is Dick Hipkind. The spelling of my full  
24 name is D-i-c-k, last name H-i-p-s-k-i-n-d. I am a Railroad  
25 Accident Investigator for NTSB on this accident.

1 MR. AYALA: Felipe Ayala, F-e-l-i-p-e, last name A-y-a-l-a,  
2 FRA Track Inspector.

3 MR. RIDGEWAY: James Ridgeway, J-a-m-e-s, Ridgeway,  
4 R-i-d-g-e-w-a-y, CPUC Track.

5 MR. BRUCE: Rick Bruce, Rick, R-i-c-k, Bruce, B-r-u-c-e. I'm  
6 with the Federal Railroad Administration. I'm the Track Safety  
7 Specialist.

8 MR. SEBEZ: Robert Sebez, R-o-b-e-r-t, S-e-b-e-z. I'm the  
9 Acting Director of Safety Security for Caltrain.

10 MR. BROWN: Derek Brown, D-e-r-e-k, B-r-o-w-n. I'm the  
11 Deputy General Manager for the TransitAmerica Maintenance.

12 MR. HIPSKIND: All right. To all the interviewers, thank  
13 you. Prior to recording our interview, I spoke with Jason to  
14 request his permission to record our discussion today and to  
15 obtain the -- his permission to use first names only in our  
16 discussion.

17 Jason, has there been any change to your affirmation to those  
18 conditions?

19 MR. KALLSTROM: No, sir.

20 MR. HIPSKIND: All right. Hearing no objection. Jason, do  
21 you wish to have a representative with you today?

22 MR. KALLSTROM: No, sir.

23 MR. HIPSKIND: All right. Thank you.

24 INTERVIEW OF JASON KALLSTROM

25 BY MR. HIPSKIND:

1 Q. Jason, would you please introduce yourself for the record?

2 A. My name is Jason Kallstrom, J-a-s-o-n, K-a-l-l-s-t-r-o-m.  
3 I'm the Director of Safety with TransitAmerica Services on the  
4 Caltrain property.

5 Q. All right. Thank you, Jason. First a couple of initial  
6 questions. Jason, please give us a synopsis of your work history,  
7 railroad related, beginning and bringing us up to your current  
8 position and how long you have held that.

9 A. So I was hired on this property with Amtrak in 2008 as a  
10 trackman laborer. Moved my way up through the ranks from crane  
11 operator to track inspector during the takeover of transition  
12 between Amtrak and TransitAmerica in 2012. I held a track  
13 inspector position for approximately 5 years. 2016 I was promoted  
14 to superintendent of additional services, capital projects, and  
15 was promoted to senior superintendent of capital projects,  
16 additional services in 2019. And then in May of 2021 I was  
17 promoted to Director of Safety with TransitAmerica.

18 Q. And that's the current position you hold right now?

19 A. That is correct.

20 Q. Okay. In your position as Director of Safety, please  
21 describe for us your duties and responsibilities in that position.

22 A. Duties and responsibility is to oversee day-to-day operations  
23 and safety. I work directly with our -- I'm trying to think of  
24 her name -- Elizabeth, who's our manager of Rail Compliance,  
25 insuring all of our day-to-day, week-to-week, month-to-month and

1 annual reports are submitted properly and in a timely manner to  
2 our corporate as well as JPB and Apará (ph.) as required. Go  
3 ahead.

4 Q. No, I'm sorry to interrupt. Were you done with your answer?

5 A. No, no.

6 Q. Please continue, then.

7 A. And then to report to emergencies as arise along the right-  
8 of-way, vehicle and pedestrian strikes, and then support our crews  
9 in all department for any questions in compliance as far as rules,  
10 regulations.

11 Q. Okay. Thank you for that, Jason. Do you feel comfortable in  
12 the position that you're working now?

13 A. Yes, I do.

14 Q. And how about just kind of describing for us your territory.  
15 What area are you responsible for and if there are direct reports  
16 to you, why don't you talk a little bit about that, too. Who  
17 helps you do all the things you do?

18 A. So I'm responsible for the Caltrain right-of-way from  
19 San Francisco to CP Lick in San Jose. I have -- we have three  
20 training specialists that do our annual rules training, updates  
21 and requalifications for maintenance of equipment, operations and  
22 maintenance of way.

23 Q. All right. How about -- let me give you a little bit of a  
24 road map and then we want to sit back and let you have the floor  
25 and talk about whatever you want to talk about, but I think it's

1 be beneficial to us if you took us through a description of an  
2 average day and then what are your goals or what do you try to  
3 accomplish maybe on a quarterly basis or an annual basis and if  
4 you would include in that answer how do you track and how do you  
5 -- what are the tools that you use to identify risk and then what  
6 are some of your avenues to mitigate risk? So I know that's a  
7 broad thing, but pick and choose out of that. We'll listen for a  
8 while.

9 A. Okay. Day-to-day obviously is going to be beginning  
10 conference call, you know, catching up from what happened previous  
11 day, what's going on today, any plans for the weekend as far as  
12 projects, special events. I'm also attached with our medical  
13 facility, returning employees to service post-accident, post-  
14 medical leave of absence, this, that and the other. Also the  
15 operations crews, making sure that they have appointments set up  
16 with Concentury (ph.) for their three year annual recerts,  
17 hearing, vision, et cetera. And then it really day-to-day depends  
18 on what's going on. I'm also on charge of sharing our safety  
19 departments which happens on a monthly basis between operations,  
20 maintenance of equipment, and maintenance of way, so it's  
21 prepared, depending on the week, preparing for that meeting  
22 falling up on action items and such.

23 Q. And that's very nice, but how about take us a little bit  
24 further down the road. You do all this stuff on a daily, weekly  
25 basis, and you're keeping things moving, but what are -- how



1 should we understand the metrics, the tools? Who looks -- do you  
2 collect data, and if so, what type of data and how's it collected,  
3 and then take us through the review process analysis leading  
4 indicator, stuff like that if you do that.

5 A. Okay. Yes, what we do is our annual operations testing which  
6 is done on a daily basis, but it's tracked monthly and updated  
7 quarterly, and it's based off of regulation and also current  
8 events, failures we've had, accidents, incidents, injuries, and we  
9 develop through our ops testing plan and I audit that monthly and  
10 review that with each department on a monthly basis for  
11 compliance, and also improvement, making sure that our testing  
12 officers are testing appropriately and not, you know -- the intent  
13 is to find failures and improve them and not just getting the test  
14 done because that's the number that's required. And then we  
15 update that quarterly, again based on changes. We have updated it  
16 monthly based on incidents. We've had several instances where,  
17 hey, we need -- obviously we have a problem out there and we need  
18 to make sure we're out in the field if we have a safety stand  
19 down. We'll have like an all hands where everyone's in the field  
20 no matter what. All meetings get cancelled and this is what we're  
21 focusing on.

22 Q. Okay. I do want to come back to safety stand downs, but when  
23 you talk about testing opportunities and things like that, you use  
24 terminology like that, should I be thinking efficiency testing?

25 A. That is correct.

1 Q. And let me know in what department and who accomplishes all  
2 that?

3 A. Every department has required efficiency tests, and it's  
4 actually spread per discipline, so we have our engineering group,  
5 but we have several tests because our C&S group obviously  
6 typically is not dealing with on track equipment, so we have  
7 signal specific testing for them. We also have a stations and  
8 facilities group where they are more building and maintenance, so  
9 they're more hand tool specific, so we don't expect them to go out  
10 -- you know, of course, if they're out and have the opportunity to  
11 observe those tests, but they can concentrate on their employees  
12 insuring that they're doing -- following up, you know, hand tools,  
13 PPE and such as far as that goes. Track department is more on  
14 track safety. Roadway maintenance machines, and then it goes from  
15 there. We have a COMS group and that's just our engineering  
16 group. So we have COMS that essentially is never even on the  
17 track, they never obtain on track protection, so it wouldn't make  
18 sense that we're having that supervisor focusing on this group  
19 when it's something that they don't do.

20 Q. So let me decode that and kind of state it back to you. The  
21 people who specifically were supervisors, managers in  
22 transportation go out and do safety checks, efficiency checks with  
23 transportation and employees, correct?

24 A. Correct.

25 Q. And the same could be said, signal, track, mechanical, people

1 internal and working with those departments go out and conduct  
2 efficiency tests with -- and I want to be sure about this --  
3 people in the field actively engaged in task of the day.

4 A. That is correct.

5 Q. Okay. All right. Since you brought it up, safety stand  
6 downs, I'm familiar with that, and I have seen them on various  
7 railroads at various times, and it's usually behind something  
8 really bad that's happened, so I'm not going to pull any punches  
9 here. Is there an ongoing safety stand down as a result of this  
10 incident?

11 A. Absolutely. So --

12 Q. Please describe that for me.

13 A. The incident was on Thursday. On Friday we shut all capital  
14 projects down both day and night. My understanding is they're  
15 shut down until at least Tuesday, so we had an initial stand down  
16 with the capital group on the morning of the -- on the night of  
17 the event and the morning of the event, and, of course, we don't  
18 have all the details to share with the group, so it's just the  
19 facts of what happened, and, of course, everybody is very heated.  
20 It's all their friends, coworkers, families that were affected  
21 there, both cause and event -- or cause and effect, so it's trying  
22 to answer the questions as far as what we know. What I had that  
23 group do because it was getting very heated is I had them sit down  
24 and they're the ones on the boots. These are the capital guys.  
25 We had approximately 36 people in the room, so I had them sit down

1 just to cool them down. I said I need you guys to get together,  
2 come up with problems that you're seeing because obviously  
3 something happened out here, and we don't know what happened, but  
4 start writing down issues you see where we can improve because  
5 things are going to change. Something obviously led to this event  
6 and we're going to have to make some changes, and that's what I  
7 want, do a manager as us in the room, too, we can make  
8 recommendations, but the boots on the ground are the ones that are  
9 really seeing what's going on out there, and that's coming from  
10 being a crap employee up until field supervisor which as  
11 supervisors we lose that connect where I think that's a great  
12 idea, but you in the field may say you know what, that's not going  
13 to work for me, I suggest this, and essentially we can meet in the  
14 middle.

15 Q. I've heard a lot of answers on that question I posed, and I  
16 would just say this, continue down that path, engage that process,  
17 and if you're going to share it with your field people, I think  
18 that's a pretty dang good idea, but I would say, too, that as you  
19 solidify and narrow and decide what changes you want to make, I  
20 would hope that you guys would reach out to the IIC on the  
21 accident and keep him informed. Keep him in the loop of what  
22 you're thinking about and what you're going to do. Just keep him  
23 in the loop, okay?

24 A. Absolutely.

25 Q. What else would you like to talk about? How do you -- when

1 you get all this efficiency testing data in, whose job is it to  
2 sit down and make sense of it if that is an indicator of what  
3 you're going to address in the future? Who does that?

4 A. We do as a safety team, as far as the safety department, and  
5 then we bring it up for discipline where, you know, obviously if  
6 it's maintenance of way, we're not going to talk to operations  
7 unless it's all, you know, say, hey, especially when we have  
8 someone that has repeat failures. What are we doing with this  
9 employee? Do we need to retrain them? Are they just not getting  
10 it? And maybe we need to make some changes. Sometimes if it's  
11 say like PPU where it's all disciplines and we're seeing more and  
12 more failures, then that's where we're, hey, we're having this,  
13 we're seeing this on the regular, what are we doing about  
14 correcting it and then we do -- we'll do like a joint operations  
15 test where we all go out in various crafts together. So  
16 maintenance of way and operations, and we'll observe the crews,  
17 and, again, it's to remind the crews of why we require this, why  
18 it's there. It's for their safety and what we expect out of them.  
19 Unfortunately it is at times reactive because of course we're  
20 based off of previously failures, previous observations, but  
21 that's how we're tracking those indicators knowing where we're  
22 headed.

23 Q. How is that methodology working say here of late, the last  
24 year or so? I mean, are you looking at things not only in the  
25 immediate, say a month or a year time frame, but are you also

1 comparing it to a much broader timeframe? Do you have the data  
2 and is it ongoing and providing you trends?

3 A. It is, and it's ebb and flow. You know, of course we have  
4 good months and good days and good years, and then we transition  
5 into this week where it's not good and we track it based on, you  
6 know, we can't just say that this is the end of the world because  
7 this happened on Thursday and we essentially almost killed six  
8 people plus everybody on the train. You know, getting to fix that  
9 problem, but what is -- how did we get here, and is this something  
10 that we were working towards or we're working against?

11 Q. Okay. Remind me, you've been with TransitAmerica Services  
12 for how many years?

13 A. Since transition of 2012, but I've been on the property  
14 previously with Amtrak 2008.

15 Q. Okay. So you have a fairly long history with the Caltrain  
16 property and its operation.

17 A. Yes.

18 Q. In whatever job you were holding at that particular time.

19 A. Correct.

20 Q. I'm just going to ask you a generic question. This thing  
21 that happened last Thursday, is it by far and away the worse  
22 incident, accident in Caltrain's history?

23 A. Absolutely. To my knowledge.

24 Q. And so says a lot of other people?

25 A. Yes.

1 Q. Okay. I just -- I wanted to get some context there. So what  
2 -- I think you may have already addressed this, but I want you to  
3 expound on it a little bit more. In your process of narrowing  
4 down and coming up with maybe changes or recommendations or  
5 whatever you guys decide here in the near future, what's the  
6 possibility that that's all going to be acted on and talk to me a  
7 little bit about that. Do you see any roadblocks in the way  
8 there? You know, typically on a lot of companies in my line of  
9 work what I hear is, oh, we know how to get better, but it costs a  
10 lot of money, and we've got to run it by this person or we've got  
11 to run it by that person, so I know that's a bit of a difficult  
12 question, but what are your thoughts on that?

13 A. Of course with any change there can be push back. I really  
14 honestly hope that there's minimal. I hope that we work together  
15 with TransitAmerica, Herzog and also the agency to insure that  
16 we're going to do everything humanly possible to make sure this  
17 doesn't happen again regardless of train delays or project delays.

18 Q. Okay. And then, Jason, for the work that you do, you and  
19 your department, do you have an interface with regulatory agencies  
20 like California PUC and FRA? Does your specific department  
21 interface with either one of those agencies?

22 A. Yes, mainly FRA for compliance.

23 Q. Well, talk a little bit more because I know they're concerned  
24 about compliance, but one of the things that they look after and  
25 how's all that going?

1 A. Essentially with the safety department is making sure that  
2 our -- all of our regulatory documents are in place and submitted  
3 properly, annual audits, we just went through a 2019 audit which  
4 went really well in making sure that all of our paperwork is in  
5 line and that we've reported properly. We are prepping for a 225  
6 audit as well which we see coming shortly, so, again, the system's  
7 showing that we are being the best of the best we can be to serve  
8 our railroad and also insuring that we're in compliance with the  
9 FRA and any of the agencies.

10 Q. Is it fair to say you're not strangers with them, they're not  
11 strangers with you, it's an ongoing review?

12 A. That is correct. I have not been involved yet with an FRA  
13 audit on the safety side. Of course, with the gentleman here with  
14 the exception of you, we're definitely very familiar.

15 Q. Okay. Earlier you mentioned -- I think you said you have  
16 three training specialist on your staff. Can you speak to us a  
17 little bit more broadly what are the expectations, what are some  
18 of the training subject matters that they routinely engage in with  
19 the field employees?

20 A. So what their main focus, their main focus is annual rules,  
21 making, you know, going through OTS, G-CORP (ph.), MOEG Corp,  
22 making sure that their annual training is complete. They're also  
23 tasked with retraining employees, post-incident or injury. If  
24 we've had somebody with a rules violation, disqualification, we  
25 bring them in and either fully go through the whole -- you know,



1 depending on how long they've been out of service or what it is.  
2 So if it's been a rules violation, we bring them in, review the  
3 incident, review the failures where it was missed, and insure that  
4 they have a full understanding of the rules and make sure that  
5 there's no confusion there because, of course, everyone, you make  
6 a mistake, oh, I knew better, but did they really know better or  
7 was there a confusion there? What led up to that event and, you  
8 know, insuring that that doesn't happen again.

9 Q. So let's drill down a little bit. I want to talk about the  
10 track department.

11 A. Okay.

12 Q. The people in the field and getting tracking time, applying  
13 all those federal regulations that have to do with roadway worker  
14 protection. But let's talk about that for a little bit. If I'm a  
15 new employee, do I necessarily go through roadway worker  
16 protection or is it a matter of I don't really get exposed to that  
17 until I rise to a level where I might be somebody getting tracking  
18 time? Let's kind of separate those out.

19 A. It's a multi-step training. We like to put everyone through  
20 the full training so they're exposed to it, you know. Railroad,  
21 we speak a different language here. You can say gauge, they have  
22 no idea what you're talking about, so I truly believe this, too,  
23 if we bombard people with information and expect that they're  
24 going to retain it, it's never going to happen. We expose them to  
25 it so we can get them qualified in the basics of railroad worker

1 protection, they're not providing protection, they're not  
2 operating equipment, but their day-to-day they're going to be  
3 exposed to it, so we start instilling that lingo that they may  
4 have not have passed that test and may not have been qualified,  
5 it's going to start clicking and start making sense. So when we  
6 bring them back to get them fully qualified and tracking time, the  
7 roadway maintenance machines, even 20137 is -- that way they're  
8 prepared for it. They've been exposed to it, they've been working  
9 with it, the nuts and bolts, and then when they're qualified,  
10 they're ready to go.

11 Q. Some of what I'm hearing in your answer is that as a newer  
12 employee, the longer I stay employed with Caltrain I may have a  
13 desire to rise in my position from laborer to assistant foreman,  
14 foreman, track inspector and such, and as I've been on, and as I  
15 rise in levels of responsibility, I have to come fully equipped  
16 and better trained on a broader number of regulations.

17 A. That is correct, and that training doesn't end with that  
18 qualification. You're qualified, you're good to go. We go  
19 through the annual training, the whole gambit every year to insure  
20 that they're still in qualifications.

21 Q. So I should think of that if I am an employee who is going to  
22 be getting tracking time, in charge of Form B's, all of those  
23 kinds of things, giving job briefings to gangs, supervising gangs  
24 as they go out and perform tasks from day-to-day, I've got to go  
25 back in every year and either take refresher -- and I don't want

1 to put words in your mouth, either take refresher training, but I  
2 should be expected to come back in and show my proficiency.

3 A. They're 100 percent expected, and if they don't -- if they  
4 for whatever reason couldn't pass the test, they can't hold the  
5 job. You know, and it's not you failed, you're don't, it's okay,  
6 well, why are we failing, and that doesn't happen -- I don't know  
7 if that's -- I don't recall that ever happening, but if it did,  
8 it's, okay, let's bring that person aside, and we need to do some  
9 retraining. What are we understanding and then my role is if that  
10 person doesn't get it, and that really does not understand, then  
11 he doesn't need to do that job.

12 Q. Okay. So as pertains to maintenance of way, and I understand  
13 that can be people working on construction on the canton area, or  
14 the signal department, or what have you, but guys that are  
15 occupying the track, gangs that are getting together to do  
16 whatever to the track structure, who is coming out and looking at  
17 me? Describe for me how you guys sort out the individuals that  
18 are going to go out and perform efficiency checks on people who  
19 are actually boots on the ground doing the work out here? How  
20 many people in your supervision or management are detailed to  
21 complete all these safety checks or whatever? Can you address  
22 that for us?

23 A. So currently every superintendent, senior superintendent is  
24 qualified with the exception of one to do operations, observations  
25 tests. They go through an initial training, and then they do a

1 peer-to-peer, supervisor-to-supervisor training to insure they --  
2 basically it's a see one show and do one, so it's three check offs  
3 to make sure that they have a full understanding of the rule for  
4 one, and then the expectation as a training officer, you know,  
5 insure that they're in compliance, and they are doing a thorough  
6 testing and then also the reporting process.

7 Q. Okay. Just fill in one little data point for me. So how  
8 many of those -- how many are there of those people that you  
9 identified as superintendent level that would go out and try to do  
10 all this efficiency testing?

11 A. I'm counting right now.

12 Q. Well, take your time. I want you to get a pretty close  
13 number for us.

14 A. So currently we have I believe six supervisors that are fully  
15 qualified to do observation tests. We have one in training and  
16 then Derek is also required to go out monthly for supervisor to  
17 insure that they're in compliance as well.

18 Q. Okay. So this is really a subjective question I'm at. Is  
19 that enough? Do you feel comfortable with that number on their  
20 ability to dedicate time to reach the goals that you're expecting?

21 A. Yes.

22 Q. Okay. And you're receiving the -- you're meeting your goals  
23 on the number of tests that you're expecting to receive on a  
24 monthly, annual basis.

25 A. Yes, we are. And so a good example is our track

1 superintendent will go out and do an observation test, and he may  
2 record two for that day, but he's with the whole gang, so it's not  
3 like he's one-on-one employee unless it was a lone worker. It's  
4 the whole gang, so the intent it to spread those observation tests  
5 throughout the day, the month, throughout the week, so it's even.  
6 So he may talk to one person, okay, I'm going to do an observation  
7 test, observe you without your safety glasses, I'm going to do a  
8 failure, so he's talking to the whole group, so it's a one-on-one,  
9 but it's also a group on group so he may talk to people on our  
10 tight end, but he's only recording two, so we can -- you know, he  
11 may record more, but we want to make sure that it's spread out so  
12 we don't just knock out, okay, 2, 4, 6, 8, 10. I've got 12 tests  
13 done, and I'm already done -- halfway done for the month if that  
14 makes sense.

15 Q. It does make sense. So if I use the term just culture, does  
16 that resonate with you?

17 A. No.

18 Q. Okay. It comes from kind of an SMS origin, Safety Management  
19 Systems. And so when we think about efficiency testing, I want to  
20 drill down just a little bit more. If I am a trackman, and I'm  
21 out with a gang, and the appropriate superintendent for the  
22 department comes out and makes an observation of me, and I've  
23 clearly done something wrong. I'm in the wrong place, I'm at  
24 risk, I'm not bending, lifting properly or something like that,  
25 tell me how that dialogues. Tell me how that interface between

1 somebody making an efficiency test and me as the employee who  
2 needs to be counseled.

3 A. Coached and counseled?

4 Q. Coached and counseled.

5 A. Okay. So essentially it's all situations specific that you  
6 said you, you know, you're not using proper body mechanics, so you  
7 want to pull that person aside, have a conversation with him, you  
8 know, explain why you're having this conversation. I'm observing  
9 you doing this, you're putting yourself at risk for a back injury  
10 or you're not using tie tongs, you're not placing, you know, one  
11 foot back, and then also opening up the rule book because it's a  
12 chance for improvement as well. It's fixing the problem, but it's  
13 also improving the employee, so if you just say, hey, you're doing  
14 this wrong, don't do it wrong and move on, they're not going to  
15 learn because they're just going to write you off and you're done.  
16 But if you can explain to them in the rule book of why and also  
17 why that rule is in place to insure their safety, insure  
18 everybody's safety, it resonates more, and at the end they  
19 hopefully have the feeling that they're going to do better and  
20 insure that they're going to go home the same way that they came  
21 and work.

22 Q. Okay.

23 A. And then the failure's logged into safe track as a failure.  
24 It's basically a documented coaching session and then we're  
25 required not that -- it's not specifically that supervisor, but a

1 supervisor is required to do a follow up test within 30 days to  
2 insure compliance with that rule. And if it's still not in  
3 compliance, then we take it up a notch.

4 Q. So progressive in nature.

5 A. Progressive discipline, yes.

6 Q. All right.

7 A. Because the initial -- unless it was an authority violation  
8 or something of a serious nature, it's a coaching, it's an  
9 improvement point, and it's a documented conversation, and then,  
10 of course, if they don't get it, then we progress.

11 Q. All right. Jason, I appreciate all your candor, all your  
12 comments.

13 MR. HIPSKIND: Let me pass it off to Felipe, and it's yours  
14 to --

15 BY MR. AYALA:

16 Q. I just have a question. On Tuesdays the Caltrain groups meet  
17 for the -- is it SSWP?

18 A. SSWP.

19 Q. Okay. SSWP. Can you explain a little bit what that it?

20 A. Site Specific Work Plan is our weekly progress meeting where  
21 all the projects get together and discuss the daily, monthly, you  
22 know. The intent is any changes we're making is three weeks out,  
23 so if you decide, hey, I'm not going to work or I want to add  
24 work, that's three weeks out. Two weeks out is fine tuning. Next  
25 week is essentially no changes, and this week unless you're

1 cancelling there should be no changes.

2 Q. So the week of the work --

3 A. It should not --

4 Q. -- person should already be --

5 A. Should not be any changes.

6 Q. Should not be, okay. And then how is this plan documented?

7 A. It's documented through the SSWP line sheets essentially that  
8 are published I think, I believe currently twice a week, post-  
9 meeting and then the Friday before the --

10 Q. And --

11 A. -- following week.

12 Q. And who gets a copy of those sheets?

13 A. Every project. Every project and every supervisor.

14 Q. And do employees say down to like foremen, do they have  
15 access to this sheet?

16 A. No.

17 Q. So it usually stays at a supervisor level?

18 A. Correct.

19 Q. Project supervisor level?

20 A. Correct.

21 Q. Okay. Do you attend those?

22 A. I do not.

23 Q. You do not. Okay. Is there like a safety representative  
24 there for Caltrain or Tozzi that attends those on a regular basis?

25 A. It's Brian and Ryan represent.



1 Q. Okay. And are any safety issues discussed and brought up at  
2 those meetings?

3 A. Not at that level. Not at that meeting.

4 Q. So is it -- would it be safe to say that that's just a  
5 planning meeting for --

6 A. Just --

7 Q. -- project planning?

8 A. Just planning to see where we're at as far as -- essentially  
9 track access.

10 Q. Okay.

11 A. On the intent when we have multiple projects as if you're  
12 requiring single tracking on main track one, making sure he  
13 doesn't need it on main track two. It's like, well, hey, then  
14 that's why we have that three week out no changes is you're  
15 calling that track, that's your track for your project, you're  
16 good to go, and you can sit and wait or if for some reason his is  
17 a higher priority, then that goes up to the JPB and they decide  
18 who gets what.

19 Q. So let's say, for example, for just a specific project, just  
20 any project that you're working on this timeline, right, where are  
21 the safety checks taking place for that particular project? Are  
22 they built into the projects themselves?

23 A. Correct, correct. So their site specific work plans are  
24 approved through JPB as far as risk mitigation and what they  
25 approve that can be covered with train approach warning, track and

1 time, Form B and such.

2 Q. So all those mitigation factors are all built into the plans.

3 A. That is correct.

4 Q. Okay. Thank you.

5 A. That's --

6 Q. I just kind of wanted you to share that with them --

7 A. Yes.

8 Q. -- so they have an understanding of what that whole process  
9 entails.

10 A. And that's the reason, too, with -- one of the reasons to  
11 have Brian and Ryan involved in that, too, is to insure that they  
12 have the type of employee that's required for that job if that  
13 makes sense.

14 Q. Okay. So --

15 A. So if it's TAW, that way they can understand they need 13  
16 watchmen for this, or if it's a Form B, that they have enough  
17 flagmen foremen to support the various projects.

18 Q. Okay. All right. Thank you.

19 MR. HIPSKIND: Jim?

20 MR. RIDGEWAY: Yeah.

21 BY MR. RIDGEWAY:

22 Q. We were told yesterday that the dispatcher has a plan that's  
23 kind of set up where the guys are going to set on, and how they're  
24 going to get to where they're going, and where the Form B's going  
25 to be at. Is this part of this SSWP? Does it go to the

1 dispatcher or is it

2 A. It's an offset of the -- the dispatcher has an SSWP for them.  
3 It's really irrelevant information. We have what's called the  
4 rail liaison's develop. It's called a snapshot so they  
5 understand. Basically it's what all the contract -- this is fine  
6 tuning the work plans, so all the contractors line out where they  
7 intend on working, and they all put in their request for what they  
8 think they need, and the liaisons break that down to what we can  
9 provide and still operate trains, and the dispatcher's very  
10 involved with that process, too, because they need to understand  
11 again, like you said, where the equipment's getting on, but that  
12 might be five miles away from where the work is taking place. So  
13 to understand that, yes, they need to get tracking time, but it  
14 may be just for an equipment move to get five miles north or south  
15 or we're going to get on, we're going to hold that, and these  
16 trains are going to be routed around.

17 Q. I think that's all I got.

18 MR. HIPSKIND: Thanks, Jim. Rick?

19 MR. BRUCE: All right.

20 BY MR. BRUCE:

21 Q. Since the accident, have you checked to see if there was any  
22 pass or fail ops test on these employees in the last 30 to 60  
23 days?

24 A. I have not yet. I -- no. I've been out there. Sorry.

25 Q. How many tests a month are required by your supervisors,

1 month, weekly?

2 A. Currently for maintenance it is, 60 per supervisor per month.  
3 And, of course, they can test up above that, but that is the  
4 required minimum.

5 Q. Okay. In your role is it normal to have one RWIC covering  
6 multiple work groups, two, three, four, or what's -- in your  
7 training do you have that?

8 A. It's normal to have an RWIC covering several work groups in  
9 his area, especially when we're obtaining tracking time and track  
10 moves because of, you know, we may have -- there's so much work  
11 going on is we may have four or five different work groups in that  
12 two mile segment and it doesn't make sense to have -- you know,  
13 our RWIC for that year, you're the essentially sub-group because  
14 if you're grabbing tracking time, now you're grabbing tracking  
15 time, you're grabbing tracking time, it doesn't work, so  
16 essentially we have the one flagman foreman that obtains the  
17 protection for that group and then coordinates appropriately.

18 Q. Okay. Explain an area that you have a designated area of  
19 mileage coverage for one employee to cover multiple work groups?  
20 And I'm talking have you all talked in your company 10 miles is  
21 our limit, 15 --

22 A. Oh, got you.

23 Q. -- miles is our limit? 20?

24 A. Five miles as just a rule of thumb, no more than five miles  
25 because there's just too much going on, and, again, it depends on

1 the work taking place. You know, if we're stringing wire, we may  
2 have three different groups involved in that process, but you may  
3 be two miles out, so that's why we would spread it out that way.

4 Q. Okay. Then the last one, do you know that there was an  
5 operational change the day of the accident considering on track  
6 protection?

7 A. One more time?

8 Q. Do you know that there was an operational change with the  
9 locations acquired for tracking time the day of the accident?

10 A. Yes.

11 Q. It wasn't --

12 A. Yes. My understanding is they two days previously were  
13 holding an extended piece, and this day for whatever reason it  
14 wasn't approved to hold that track segment, so it was just for  
15 travel for whatever reason.

16 Q. So right now you don't know why it was changed.

17 A. Correct.

18 Q. Okay.

19 MR. HIPSKIND: All right. Last one.

20 BY MR. BRUCE:

21 Q. You said ops test, and we talked about those, but is there a  
22 certain -- you say there's 60, so we go out and we do 60 of these  
23 things. By your company policy, is there a certain amount you do  
24 for your company's safety, safety glasses, vests, boots, stuff  
25 like that, but the other is there a certain amount that they have

1 to hit OTS, on track safety?

2 A. Correct.

3 Q. Can you --

4 A. Correct. So there's -- it's a spread sheet and I really -- I  
5 should have brought it. I apologize and I can show you later off  
6 record if you want to see it, but, yes, we have several tests for  
7 2, 4 PPE, we have ones for equipment move, we have -- so it's not  
8 60 tests.

9 Q. So equipment moves, you're talking spacings?

10 A. Traveling --

11 Q. Okay.

12 A. Yes, yes. So we've got ones for traveling equipment, on  
13 track safety, PPE, vehicle parking, all that, and it's broken down  
14 or so you could have 50 tests for tracking time but you're not  
15 going to meet that goal for PPE and parking and on track safety  
16 and this, that and the other.

17 Q. Okay. The last part of the question and then I'm done.  
18 Whenever you go up and you audit or your supervisors audit a  
19 tracking time form, do they take a snapshot of that form to put  
20 into the failure as recorded or is it just a verbal comment put in  
21 there?

22 A. It's a verbal comment put in there.

23 Q. Okay. I'm done. Thank you.

24 MR. HIPSKIND: Thanks. Robert.

25 BY MR. SEBEZ:

1 Q. Yeah, my questions are not going to be as good today, but  
2 based off the information that you've gathered right now, and, by  
3 the way, I don't know yet or I don't want to provide answer for  
4 that right now is perfectly find. Do you have a preliminary  
5 determination in your head?

6 A. Yes, I do.

7 Q. What is that?

8 A. We have an RWIC that's at fault.

9 Q. Any contributing factors? And, again, you don't have to  
10 answer if you don't -- if you're not sure yet.

11 A. I haven't listened to tapes -- go ahead.

12 MR. HIPSKIND: I'm going to overrule your question.

13 MR. SEBEZ: Okay.

14 MR. HIPSKIND: I think we're going down something  
15 prematurely.

16 MR. KALLSTROM: Okay.

17 MR. HIPSKIND: And our focus today --

18 MR. SEBEZ: Yeah, I'll --

19 MR. HIPSKIND: -- is on the application of the safety  
20 department so --

21 MR. SEBEZ: Agreed, agreed.

22 MR. HIPSKIND: -- if we can --

23 MR. SEBEZ: Agree.

24 MR. HIPSKIND: Okay. Thank you, guys.

25 MR. SEBEZ: Yes, yes, I think that's probably the right call.

1 No questions. Okay. Thank you, Robert. Derek.

2 BY MR. BROWN:

3 Q. Jason, I want to go back to you indicated when an employee's  
4 out for an extended period of time, whether it's medical or  
5 because of some failure or the other and that employee come back  
6 to work, they meet with your office and you guys discuss the  
7 incident that occurred. You just discussed your -- the incident  
8 or any other activity that happened during the period of time when  
9 the employee was out?

10 A. Understood. Glad you brought that up.

11 Q. I just want you to --

12 A. Yes.

13 Q. -- explain a little more on that.

14 A. Part of their return to service is, of course, rules, making  
15 sure they're qualified, but we also review basically any safety  
16 alert, safety bulletins that were issued between the time that  
17 they left and the time that they returned, and also reviewed any  
18 relevant rules violations, safety concerns, injuries, this, that  
19 and the other. It's generally department specific; however, we  
20 all intertwine so we've had some rules violations with dispatchers  
21 and we do cover those as well to insure the employees -- you know,  
22 we make mistakes and if we don't learn from somebody else's  
23 mistakes, we are damned to repeat them, and that's the intent  
24 there is to make sure that they have an understanding that this is  
25 happening or that has happened and why it happened and what we're



1 doing to insure that doesn't happen again, and that starts with  
2 communication.

3 Q. Thank you, Jason.

4 MR. HIPSKIND: Anything else, Derek?

5 MR. BROWN: That's all I have, sir.

6 MR. HIPSKIND: Thank you, guys, and thank you for the value  
7 that each of you brought to the interview from your perspective.

8 Jason, you good to go? Do you want to continue?

9 MR. KALLSTROM: I'm good.

10 BY MR. HIPSKIND:

11 Q. I just want to be clear. In the safety department, is there  
12 an expectation that your department, the people in that  
13 department, will be involved in investigations?

14 A. 100 percent.

15 Q. And incidents.

16 A. Yes.

17 Q. Okay. And, well, expand on that a little bit. What -- the  
18 people you work for, what do they expect you guys to do and what  
19 do they expect you to produce?

20 A. So directly resulting right after incident is reporting out  
21 into the field and assisting the supervisors with the  
22 investigations, and, again, every incident is different.  
23 Sometimes it's pretty cut and dry, sometimes minimal. Vehicle  
24 incidents pretty simple. Something like this, it's very entailed,  
25 so it's to assist in making sure that we're not missing anything,

1 and they're not missing anything, conversation. And, again, I'm  
2 not operations guy, so it doesn't make sense that I go out there  
3 and tell them how they messed up because I don't -- I'm not overly  
4 familiar with the operations as much as I am with maintenance of  
5 way. So it's a good learning lesson for me as well as far as what  
6 they're looking for, and it's a good opportunity to bring up  
7 questions that someone that's not educated in there, well, what  
8 about this, and it's like, oh, I didn't even think about that  
9 because they're so focused on that could never happen. And then  
10 we obviously write up a report and then it goes up to corporate  
11 depending on the incident. We also do a tap root investigation  
12 where we bring the employee post -- generally post-discipline so  
13 it's the way of fair and impartial and they're more apt to really  
14 telling us what took place versus I don't recall, you know, and  
15 it's I've already served my time, and then it's like, well, let's  
16 get back, and we go back to the beginning of the shift and then  
17 even post-incident as far as what took place, hours worked, what  
18 did you talk about, what was discussed, what'd you have for lunch,  
19 how much sleep did you get the night before, what was on TV, you  
20 know, different things and that way they can really open up to  
21 what -- what led -- much like we're doing here, what led up to  
22 that failure because everyone's going to fail, but there are  
23 underlying issues, lack of sleep, working too many hours,  
24 distractions.

25 Q. My term of art for what you just described, human factors,

1 human performance, you're just -- it seems to me that you just be  
2 drilling down to no one understands the full story.

3 A. Correct.

4 Q. But what was the path we walked that we got to the bad thing.  
5 That we walked prior to the bad thing.

6 A. One more time, I'm sorry?

7 Q. I was just --

8 A. Was that a comment or a question?

9 Q. I was just saying --

10 A. Okay.

11 Q. -- that it sounds to me like in your investigative process  
12 and follow up, beyond the reporting, the who, what, why, where,  
13 when, that if you say that you reach out to employees after this  
14 has all been discussed, reported, et cetera, and whether there is  
15 discipline assigned or not, you don't stop there. I took from  
16 your answer that my term of art, you're looking into human  
17 factors, human performance, what were maybe the things that led up  
18 before the bad thing happened.

19 A. Correct. I'm just --

20 Q. Okay.

21 A. -- asking because I thought there was a question in there  
22 that I missed.

23 Q. I'm glad we talked it out. All right. Okay. Fine. So a  
24 couple of things. I do want to put in on the record I'm convinced  
25 that you guys have got a lot of data. We've talked about

1 efficiency testing, we've talked about the fact that it does  
2 across to all the disciplines, but I would say for the track group  
3 we will let you know, but we may be very interested in getting  
4 electronic records of the efficiency testing. The thing that I'm  
5 unclear about right now is I want to talk to my group and see if  
6 it is that we want three months' worth of testing, six months'  
7 worth of testing or full one year back. So I would just give you  
8 a heads up, we'll probably make that request if it has not already  
9 been requested, okay? Fair enough?

10 A. Absolutely. Absolutely.

11 Q. All right.

12 A. That makes sense.

13 Q. One thing I want to talk about, tell me a little bit about  
14 frequency of audits and how should we understand that? Where have  
15 you guys been, where are you now?

16 A. Frequency of audits as far as --

17 Q. External regulatory type audits coming in. I know you  
18 mentioned 219 and --

19 A. We had a 219.

20 Q. -- 225, but has there been anything specifically to Rick's  
21 point about efficiency testing and your on track safety or road  
22 worker protection safety program?

23 A. As far as audits? Not that I'm aware of anything.

24 Q. Could you check and let me know?

25 A. Yeah.

1 Q. I would appreciate knowing that.

2 A. And that's FRA or PUC.

3 Q. Yeah. And specifically -- listen, I know they come in and do  
4 some of the ops stuff and what not. I just want to check box  
5 whether we've had an audit or anything on OTS or whatever.

6 A. We did have an audit. It was -- actually the last field  
7 audit was in February and they did RWP. I believe it was in  
8 Santa Clara.

9 Q. Thank you. We drilled down. You had enough time. We got to  
10 the bottom of it. You can see we potentially might want to  
11 request that document, too --

12 A. Okay.

13 Q. -- and I'll let you know. Is requesting it receiving it, is  
14 that a problem? Is that an issue?

15 A. No.

16 Q. All right. Jason, what else is on your mind that you want to  
17 talk with us about. Just the overview of the safety program that  
18 we haven't touched on already.

19 A. Really the only thing is we have a lot going on on the  
20 property, you know, as far as construction. It's a 50 mile  
21 construction project that is very reactive based on the  
22 contractors' needs that can change at a moment's notice. When I  
23 was in the role of obviously as I mentioned earlier, the capital  
24 support, it can change the moment of. You know, we get everything  
25 all lined up, ready to go. Next job briefing, this is where we're

1 at, this is our location, your tracking time is here, and the  
2 contractor goes oh, no, we need to be over there, and it's  
3 happened a lot where we get it all lined up and they start getting  
4 out there and realize they're on the wrong track, and their work  
5 is not main track one, it's on main track two, and we happen to  
6 have -- you know, and that's what the snapshot is making sure  
7 everything's lined up for everyone to work, and then you happen to  
8 decide you're on the wrong track and you need to be over there, so  
9 it's a house of cards where now we need to essentially drop straws  
10 and, well, whose work is more important, so --

11 Q. Jason, are you saying that that may occur kind of  
12 spontaneously on a daily basis?

13 A. Not on a daily basis, but when I was in that role, it was not  
14 uncommon for it to happen weekly.

15 Q. Okay. I'm surprised at that comment for the following  
16 reason. I thought we put into the record and we discussed that  
17 there was this kind of forward planning program and we talked  
18 about who it's distributed to. I would have thought people would  
19 have caught some of that or there's an opportunity to catch some  
20 of that. Am I thinking wrong about that?

21 A. That is the intent, but that's not the way it always works.

22 Q. Okay. So room for improvement.

23 A. Absolute room for improvement.

24 Q. Okay. That's something you get -- is that something you guys  
25 think you'll be talking about --

1 A. Yes.

2 Q. -- here in the near future?

3 A. Absolutely.

4 Q. All right. Okay. Let me check with the guys.

5 MR. HIPSKIND: Felipe, anymore?

6 MR. AYALA: No, no more questions.

7 MR. HIPSKIND: And, Jim?

8 MR. RIDGEWAY: No, I'm good.

9 MR. HIPSKIND: Rick?

10 MR. BRUCE: I do have one, just a follow up.

11 BY MR. BRUCE:

12 Q. Was there any reports of an employee's wellness on this work  
13 group mentally or physically that you know of?

14 A. Post?

15 Q. Post-accident. After -- before the accident had anybody  
16 turned in an employee, his assistance or anybody come to any  
17 safety officer saying, hey, I've got something --

18 A. Oh, prior to the --

19 Q. -- that it's, you know, affecting me, my mental state's not  
20 with me, whether it be a personal or family or anything like that?

21 A. Not that I'm aware of. The RWIC did recently come back  
22 roughly about a month ago. He had an injury and had surgery, so  
23 he was out for that, and we did his requalifications early  
24 February. But no mental state that --

25 Q. No mental status or anything of that --

1 A. No.

2 Q. Nothing was brought forward.

3 A. No.

4 Q. Thank you.

5 MR. HIPSKIND: Is that it, Rick?

6 MR. BRUCE: That's it. Thank you.

7 MR. KALLSTROM: But I will tell you, though, too, as far as

8 EAP goes, Employee Assistance, that is also confidential, so --

9 BY MR. BRUCE:

10 Q. Yes.

11 A. -- I just wanted to make sure that --

12 Q. I was just trying to lump that in there so you knew where I  
13 was going.

14 A. Right, right, right.

15 Q. Thank you.

16 A. But I have reached out to post-incident to make sure, you  
17 know that you guys are very shook up so especially the newer ones  
18 that I'm, you know, off line checking on them to make sure. I'm  
19 not a counselor, but I am -- we're all brothers, so, I mean, we're  
20 going to be in this room, just making sure we're all okay and that  
21 we'll get better.

22 Q. Good deal. Thank you.

23 MR. HIPSKIND: Robert?

24 MR. SEBEZ: Yes. Just one last thing.

25 BY MR. SEBEZ:



1 Q. I'm going to state what I know, but please correct me if I'm  
2 wrong and then I'll ask my question. So if ESP's on these line  
3 sheets, and generally it's spread across the whole alignment,  
4 right?

5 A. On the SSWP?

6 Q. Yeah.

7 A. It's basic service and also additional services.

8 Q. Right.

9 A. So it's maintenance and construction.

10 MR. HIPSKIND: Let me interject something. We have to be  
11 mindful if we're using acronyms --

12 MR. SEBEZ: Oh, yeah, sorry.

13 MR. HIPSKIND: -- to spell it out.

14 BY MR. SEBEZ:

15 Q. Basic service plan related to the maintenance and compliance  
16 of the railroad. And that's listed out -- just it's kind of like  
17 a blanket what would be along the alignment, power changes managed  
18 at that level.

19 A. Changes for maintenance work?

20 Q. So you've got like a wide work area. How does the crew --  
21 how do the crews know exactly where they're working on that  
22 evening?

23 A. Our maintenance crews, it's between the supervisor and the  
24 foreman. They have their briefing. You know, so mostly  
25 maintenance obviously that's going to affect the operation of the

1 railroad is at night, servicing gang, tie gang, welder gang.

2 Q. Does that take place nightly?

3 A. Yes, it takes place nightly. They meet at 9:30 p.m. in  
4 Minlow Park (ph.), 9:30 p.m., and typically with our section gangs  
5 is it's they're usually picking up where they left off the night  
6 before, so essentially unless there's no changes, they know where  
7 they're going to be. Welders bounce around depending on defects,  
8 issues --

9 Q. Sure.

10 A. -- that we find, issues that track inspectors find.

11 Q. Sure.

12 A. We have developed quite the art to working around the capital  
13 projects --

14 Q. Yeah, I know.

15 A. -- because we don't want to get in their way.

16 Q. Yeah.

17 A. So if they're up north --

18 Q. You guys (indiscernible) at that, too?

19 A. Right. I mean, it's -- we've all got to get -- you know, we  
20 all got to get done so we can't -- there's no point in all of us  
21 having the same hand in the same pot, so unless there's an issue  
22 or maintenance issue that's come up with Sperry or with the GO  
23 car, or a defective frog, we're going to work around, so --

24 Q. Yeah. Well, that's good.

25 MR. SEBEZ: I don't have any other questions.

1 MR. HIPSKIND: Thanks, Robert. Derek?

2 MR. BROWN: No more questions, sir.

3 MR. HIPSKIND: Thank you.

4 BY MR. HIPSKIND:

5 Q. Okay. But Robert's discussion with you kind of put one more  
6 question in my head, that I get it, there is effort put forward  
7 probably just 24/7 about work planning and how that's going to  
8 impact train service and all that. I get that, but the  
9 notification to the people who are going to execute, you know,  
10 tracking time, Form B, stuff like that, those decisions that are  
11 made late in the evening may not come forward to the people who  
12 are going to be in charge of those kinds of projects until the  
13 following morning or am I missing something here?

14 A. If there was a change in work plan, yes, it would be  
15 communicated to that individual that's in charge of that work  
16 based on the schedule. So we know if that work's changed, we know  
17 who's out there, so that's a conversation, hey, this is what's  
18 going on, the work is changed, the work is cancelled, different  
19 contractor, different point of contact, so that's a face-to-face  
20 or phone call conversation with that individual so they're not  
21 going out there blind.

22 Q. Okay. I'm with you on your description. I just want to know  
23 when does that typically happen? As soon as a decision's made or  
24 is that -- or is that -- or are some of those changes and  
25 decisions, are they rolled out to employees as they report to work

1 in the morning? Or can it be both?

2 A. It can be both depending on when it is and what's taking  
3 placed.

4 Q. Okay.

5 A. So -- but it's not -- they're not thrown out there blind and  
6 as long as we're aware of it if that makes sense.

7 Q. All right.

8 MR. BROWN: Dick?

9 MR. HIPSKIND: Derek, go ahead.

10 MR. BROWN: I believe Ryan would be able to give you a better  
11 explanation of the day-to-day operation directly involved with  
12 that process.

13 MR. HIPSKIND: Okay. Thanks. Okay.

14 MR. KALLSTROM: Because have changed from the last year since  
15 I was in that wall.

16 BY MR. HIPSKIND:

17 Q. Okay. All right. I think I've asked you before. I'll give  
18 you one more opportunity. Is there anything else you want to  
19 cover with us? We covered the water front.

20 A. Yeah, not at this time.

21 Q. Okay.

22 MR. HIPSKIND: I'll look at the group. Anything else? We're  
23 good to go? All right.

24 BY MR. HIPSKIND:

25 Q. Do you mind if we proceed with the close out at the

1 interview?

2 A. Yes.

3 Q. You okay with that?

4 A. Yes.

5 Q. Okay. Jason, is there anything that you would like to  
6 add or change to our discussion with you this morning?

7 A. No, sir.

8 Q. And are there any questions we should have asked but we  
9 did not?

10 A. Not that I'm aware of.

11 Q. Okay. Do you have any suggestions for preventing a  
12 reoccurrence?

13 A. Better planning, and sticking to the plan, so minimizing  
14 delays -- changes, I'm sorry, correction. We understand things do  
15 change, but to plan on the fly on the regular is essentially  
16 setting us up for --

17 Q. Okay.

18 A. -- disaster.

19 Q. And is there anyone else who we should interview? I  
20 would expect you're going to say either a name that begins with  
21 Ryan or Brian.

22 A. They sound the same.

23 Q. But to Derek's point, should -- is it your answer to the  
24 question that we should definitely talk with them?

25 A. Absolutely, Ryan or Brian, and they're in the same

1 facet, so Ryan would be the higher up for that.

2 Q. Okay.

3 MR. HIPSKIND: With that, I on behalf of NTSB and the track  
4 group, I want to thank you for spending time and coming in here  
5 and getting with us, and with that, we'll close.

6 MR. KALLSTORM: Thank you.

7 (Whereupon, the interview was concluded.)

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: CALTRAIN COLLISION WITH  
CONSTRUCTION EQUIPMENT NEAR  
SAN FRANCISCO, CALIFORNIA  
ON MARCH 10, 2022  
Interview of Jason Kallstrom

ACCIDENT NO.: RRD22MR007

PLACE: San Francisco, California

DATE: March 13, 2022

was held according to the record, and that this is the original,  
complete, true and accurate transcript which has been transcribed  
to the best of my skill and ability.



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LOIS D. RUSH  
Transcriber